

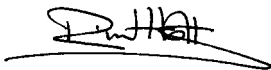


Employment and skills for the 2012 Games: research and evidence

Annex to Final Report

Learning and Skills Council &
London Development Agency

May 2006

| For and on behalf of Experian | |
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Employment and skills for the 2012 Games: research and evidence

May 2006

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Introduction

This is the annex to the Experian Business Strategies report, *Employment and skills for the 2012 Games: research and evidence*.

Annexes A to E provide an overview of the employment, volunteer and training of the previous four Olympic and Paralympic Games and the 2002 Commonwealth Games held in Manchester. Where possible, employment has been evaluated by sector, and an employment preparation timeline configured. However, much of the information on previous Games is inconsistent and bitty. Some relevant extracts from the official post-Games Reports have also been included.

Annex F provides an overview of case studies of projects of a similar scale and scope to the 2012 Games, providing analysis and best-practice summaries of successful employment, training and volunteer strategies. Potential lessons are highlighted with reference to the 2012 Games. These case studies are:

- Wembley Stadium
- Heathrow Terminal 5
- Bluewater
- Arsenal Emirates Stadium
- Greenwich Peninsula
- Paddington Basin

Finally, more details are provided on the Manchester 2002 Commonwealth Games, with a particular focus on the volunteering programme at the event.

Annex G provides a list of bodies consulted with for this report. Annex H provides a bibliography of reference material.

Annex A Barcelona 1992

SOURCES

A series of reviews of the employment impact of the Barcelona 1992 Games were produced with the Centre d'Estudis Olímpics UAB. Brunet¹ (1993, 1995) documents the effect in terms of unemployment, direct and induced employment gains and permanent additional job creation.

EMPLOYMENT EFFECTS

Brunet (1995) identified an annual average of 60,000 between 1987 and 1992 because of the Games, summing to 296,000 over the five year period. Expenditure by the Barcelona Olympic Organising Committee, COOB², plus 'direct' public and private Games investment, resulted in annual average of 35,000 jobs. The Games led to further annual average of 24,000 induced jobs.

The number of registered unemployed people fell from 130,000 in November 1986 to 60,000 in July 1992 while the rise in labour hiring was sharp. The study states that this drop in unemployment "was due (at least 89 % of it) to the impact of the organization of the Olympic Games of 1992." Further evidence reports that businesses with 10+ employees increased their workforces by 10% and 20% as a result of the Games.³

It is difficult to assess the credibility of these estimates. The report's method for producing the figures is unclear, referring vaguely to "various analytic procedures" with the estimates for permanent jobs after the Games following the same "procedures ... capitalisation and changes in economic structures". It is not clear that these studies have considered the displacement effect the Games may have had on some jobs in Barcelona or the rest of Spain.

There is a perception that Barcelona was a successful Games that helped the regeneration of the city. It is less clear how much of this economic renewal is attributable to the Games and how much is as a result of wider economic restructuring in Spain at that time. The studies of Barcelona show substantial positive impacts on jobs but these should be used cautiously in lessons for London.

EMPLOYMENT BY SECTORS

There is little information on Barcelona's change in employment by sector.

TRAINING AND VOLUNTEERING

In Barcelona, as reported by COOB'92, the volunteer workforce managed by COOB'92 equalled 35,000, drawn from a register that contained 102,000 names when the volunteer campaign closed in December 1986.

¹ Brunet (1993, 1995), 'Economy of the 1992 Barcelona Olympic Games' and 'An Economic Analysis of the Barcelona '92 Olympic Games'. Also published in Mead, Tims and Vigor (2004), *After the Gold Rush*, IPPR and DEMOS.

² Comité Organizador Olimpiadas Barcelona (COOB)

³ *The Economic Development Benefits of the Olympic Games: Phase 1*, Greater London Enterprise, March 2004.

TIMELINES

The timetable of preparation for the Games in Barcelona is outlined below. This is drawn largely from the official report of the Games.

Figure 1: Employment timeline for Barcelona Games

| | | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 |
|----------------------------|--|------|----------|----------|-----------|-----------|-----------|-------|
| Staffing | Evolution of the staff at COOB'92 | | 58 | 133 | 342 | 669 | 1078 | 5956 |
| | Recruitment targeted at universities, technical and business schools | | | | | | | |
| | Volunteer programme | | | | | | | |
| | end of recruitment campaign | end | | | | | | |
| | Barcelona'92 volunteer training programme approved | | November | | | | | |
| | SEAT assumed cost of training programme | | | June | | | | |
| | Competitions 91' | | | | | | | |
| Construction | New buildings | | | | | | | |
| | Palau Sant Jordi | | | | | September | | |
| | INEFC | | | February | | | June | |
| | Pavello L'Espanya Industrial | | | | | February | July | |
| | Archery field | | | | | June | October | |
| | Pavello de la Vall d'Hebron | | | | | March | December | |
| | Tennis de la Vall d'Hebron | | | | | May | November | |
| | Olympic Harbour | | | May | | | | April |
| | Pavello de la Mar Bella | | | | | | May | May |
| | Conversions | | | | September | | | |
| | Olympic Stadium | | | | September | | | |
| | Bemat Picomell Swimming Pools | | | | | March | July | |
| | Montjuic Swimming Pool | | | | | March | September | |
| Palau d'Esports, Barcelona | | | | | February | November | | |
| Real Club de Polo | | | | | | July | April | |
| Estacio del Nord | | | | | July | August | | |
| Front Colom | | | | | | February | March | |

THE OFFICIAL POST GAMES REPORT OF THE BARCELONA 1992 GAMES - VOLUME TWO – THE MEANS

Human resources – the figures

During the Games of the XXV Olympiad, 45,133 people did 400 different organisational jobs. All of them worked for COOB'92, but they were contracted in four different ways.

Firstly, 1,078 of them were permanent COOB'92 employees, who had gradually joined the organisation between 1987 and 1991, in accordance with a plan approved annually. Secondly, 4,878 other workers were contracted in various ways (temporary contracts, training contracts, by agreement with companies and with the INEM, etc.), between January and July 1992. Thirdly, 1,315 workers were seconded by sponsors and 3,314 were contracted from broadcasting organisations around the world to form part of RTO'92⁴; these 4,629 worked for COOB'92 for two to four months. Finally, the remaining 34,548 posts were filled by volunteers who joined the organisation for the period of the Games, according to a placement plan which was drawn up between October 1991 and June 1992.

In addition to these 45,133 people (who were accredited in the categories COOB and RTO), two other large groups carried out duties directly related with the organisation of the Games: employees of third-party supplier contracted by COOB'92 – cleaning, catering, shops, etc. – with a total of 23,474 workers (accredited as SC); and those directly involved with Olympic security, who numbered 21,116, drawn from various bodies (accredited as SX).

The volunteers

One of the most important assets of Barcelona's candidature for nomination for the Games of the XXV Olympiad was the recorded figure of 60,000 citizens who had enrolled as volunteers, prepared to take part in the Games' organisation. The popular enthusiasm aroused by the

⁴ Radio Television Olympics, the host broadcaster for the Barcelona Games.

nomination, on 17 October 1986, helped to increase this number to 102,000 by the time the recruitment campaign closed at the end of that year.

The Barcelona process was the opposite of what had occurred previously, when the volunteers had been selected in accordance with a pre-determined profile and for a specific post.

One of the first requirements was to find a sponsor that would take on the high cost of the training programme. A letter of intent was signed by which the company assumed the cost of the programme, which amounted to 1,000 million pesetas.

The first stage of the training programme, known as basic training, covered fundamental concepts, grouped into six broad thematic blocks, so that all the volunteers knew about Barcelona, the Olympic project, Olympism, the sports, and so on. The basic training was followed by 35,642 volunteers from all over Spain.

One thousand grants were made available to the volunteers so that they could stay for four weeks in Britain or France (in the summer of 1990 and of 1991) to practice their languages, and another 2,000 grants were offered by the Catalan Languages Association (ADIC), so that they could take courses in all the associated schools between autumn 1990 and summer 1992.

During the Games, COOB'92's permanent personnel, temporary workers contracted by COOB'92 or seconded to COOB'92 or RTO'92 by sponsors and all the volunteers who took part were jointly known as Team'92. The starting point for the project was the consideration of the difference in the staffing levels between 1991 (1,078) and the forecast number of personnel needed during the operation (45,000). It was inconceivable that the labour market could provide so large a number of workers for so short a time (something that would in any case have been financially insupportable). To meet the demand it was evidently necessary to have recourse to the volunteers, 35,000 of whom had already followed the training courses.

Temporary personnel were contracted to carry out duties lasting more than one month or which called for very special skills, and volunteers of all sorts were relied on to meet the remaining needs. Hence, volunteers were to be found in management and control positions as well as carrying out competition support duties.

Annex B Atlanta 1996

SOURCES

The official report on the Atlanta Games sets out in some detail persons employed directly by the Atlanta Committee for the Olympic Games (ACOG)⁵. There were before-Games studies by Humphreys and Plummer (1992) and after-Games studies by Baade and Matheson⁶ which produced different results.

EMPLOYMENT EFFECTS

ACOG reported the number of staff given for July 1996 as just over 3,000 but a further 3,000 accredited staff. The report is clear that the staffing process began in 1991 (5 years before the Games) and by 1993 the core staff for each area of responsibility were generally in place. There were significant lead-times for ACOG employees and training programmes for all staff.

Humphreys and Plummer (1992) forecast the employment impacts of the 1996 Games. The study forecast direct earnings over 1991 to 1997 supplemented by indirect visitor spending. By linking spending to employment the study forecast 77,000 full-time and part-time jobs of which 36,000 were the direct result of ACOG spending. The location of these jobs was not specified.

However, an after-Games study by Baade and Matheson found only “a modest boost in employment that was short-lived”. Even according to the highest employment estimates then “the City of Atlanta and the State of Georgia spent \$1.58 billion to create 24,742 full- or part-time jobs which averages out to \$63,860 per job created.” This research also raises a number of negative impacts such as crowding out of the rest of the tourism market and of local businesses whose usual business was interrupted by the Games.

There is no clear indication on the basis of a review of the literature as to the exact employment impact of the Atlanta Games. The modelling methods used are arguably more robust than impact assessments used in some other Games although much of this research is from before the Games were held. More recent studies revise down the employment impact on Atlanta suggesting that Games-time employment was high but short-lived.

EMPLOYMENT BY SECTORS

The evidence we have reviewed gives specific findings for some sectors:

| | |
|--------------|--|
| Games | The direct level of paid employment through ACOG employment reached 6,000. |
| Construction | It was reported that construction job growth accelerated going into the Games and then decelerated abruptly for four quarters after the Games (Utah, 2003). |
| Tourism | Spending per visitor is estimated to have increased by 22 % in Atlanta, (PwC 2004) ⁷ , and there is evidence the city sustained increased number of international meetings – Atlanta hosted 2,280 conventions in 1996, rising to 3,600 in 1999. |

⁵ Official post-Games report of the 1996 Atlanta Games.

⁶ Baade & Matheson in Owen (2005), ‘Estimating the Costs and Benefits of Hosting the Olympic Games’, The Industrial Geographer.

⁷ *Olympic Games Impact Study: Multi Criteria Analysis*, Pricewaterhouse Coopers LLP, September 2004.

| | |
|-----------|---|
| Security | 8,000 security staff |
| Transport | During Games-time, Atlanta had 9,000 paid transport staff alongside a further 6,000 transport volunteers. |

TRAINING AND VOLUNTEERING

In 1993, the Atlanta authorities established a subcommittee of training professionals to research the requirements critical for a successful training programme. In early 1995, ACOG contracted with a local firm, Deeley Rechtman Communications, to help develop training materials. The program consisted of general and venue orientation and leadership and job-specific training.⁸

Atlanta's Neighbourhood Job Training and Employment Program was designed to train and employ a minimum of 300 economically disadvantaged workers from venue neighbourhoods to work on the construction of Games' venues. Similarly, the Construction Related Employment of Women (CREW), a programme funded by Georgia's Department of Labor program trained and employed 100 women in construction jobs at Olympic Venues.

Clark-Atlanta University and Atlanta Olympic Broadcasting collaborated to establish a Host Broadcast Training Program, providing college students with an opportunity to participate in the broadcast of the Games (see below).

For the Atlanta Games, the volunteer workforce was recorded as 54,000 people recruited for specialist and general roles. The volunteering process in Atlanta started in March 1994 with the development of the volunteer application. The Olympic Volunteer Centre, designed as a complete centre for volunteer processing, opened in May 1995.

TIMELINES

The timetable of preparation for the Games in Atlanta is outlined below. This is drawn from the literature referred to above.

Figure 2: Employment timeline for Atlanta Games

| | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 |
|--|-------|------|---------|---------|---------|--------|
| Staffing | | | | | | |
| ACOG Human Resources Department established | April | | | | | |
| Host Broadcast Training Programme launched | | | | January | | |
| HBTP interviews for positions | | | | | | Spring |
| Total Games Staffing taskforce formed | | | | | May | |
| Construction | | | | | | |
| Olympic Stadium | | | | | | March |
| Volunteers | | | | | | |
| Launch of The Olympic Force, a statewide network of community groups | | | | | | |
| Survey to identify volunteer positions needed | | | October | | | |
| Applications of volunteer positions | | | | | January | |

⁸ Post games report

THE OFFICIAL POST GAMES REPORT OF THE ATLANTA 1996 GAMES - VOLUME ONE – PLANNING AND ORGANISING

Telecommunications and media

The Host Broadcast Training Programme

Launched in January 1994, the HBTP was a collaborative effort between Clark Atlanta University and Atlanta Olympic Broadcasting (AOB) that provided more than 900 students from 20 colleges and universities in the south eastern US with the chance to work on a professional level in the worldwide broadcast of the Centennial Olympic Games.

The students worked with technicians and broadcasters from around the world in 10 select fields: archivist, audio assistant, camera operator, commentary systems operator, graphics assistant, liaison officer, logger, spotter, video operator assistant, and videotape operator. The first program of its kind, the HBTP provided a series of advanced communications courses and technology training designed to prepare students for actual international broadcasting experience. In addition to these professional opportunities, the program offered a breadth of training not usually available in a communications curriculum. Key elements included direct, practical instruction and experience in state-of-the-art technology and intensive study of foreign languages. In spring 1996, HBTP students who successfully completed the necessary courses were interviewed by teams of industry professionals, who evaluated each applicant's aptness for a position. The HBTP staff then scheduled interviews and AOB decided which students to hire based on the evaluators' recommendations for available positions. More than 600 HBTP graduates earned Games-time positions.

Beginning in 1991 as ACOG's host broadcast planning group, AOB spent its initial development phase organizing and hiring personnel. By early 1996, AOB's pre-Games staff had grown substantially, but the most rapid growth was still to come. More contractors from around the world began working with AOB and the staff grew to 3,200, including volunteers and value-in-kind staff, just prior to the Opening Ceremony.

Games organising

From the beginning, the organizing committee recognized staff as a critical resource that would greatly affect the quality of the Games, and thus endeavoured to create a comprehensive staffing plan that would identify and meet ACOG's needs, as well as those of its constituents, while providing a rewarding experience for each individual. Equally significant, plans had to reflect ACOG's belief that each job was crucial to the success of the Games. A challenge for ACOG was creating a procedure to identify, process, and assign the staff – comprised of volunteers, contractors, loaned employees as part of sponsorship agreements, and salaried and hourly employees – into a cohesive team known collectively as the Olympic Games Staff (OGS).

At Games-time, 131,788 individuals comprised the OGS, each contributing immeasurably to the success of the Games. The staffing process began in 1991 as the AOC progressed from a bid committee managed by volunteers to an Olympic organizing committee directed by paid employees who would establish policies for recruiting, assigning, training, and managing all who would provide services on behalf of the 1996 Centennial Olympic Games.

In October 1993, Volunteer Services began to survey ACOG departments to identify the positions needed and determine the number of volunteers required to staff the Games. In early 1995, the Total Games Staffing taskforce (TGS) began intensive operational reviews and financial analyses that provided a new foundation for staffing, and from which all departmental staffing plans were reconstructed. This assessment, which focused on organizational charts and job descriptions, resulted in the creation of an ACOG master staffing plan that remained the

standard structure, with modifications, through the Games. By May 1995, TGS was producing weekly reports pertaining to the consolidated staff plan that provided the first comprehensive view of the number of part-time, temporary, and full-time staff members by department; the volunteers required to stage the Games by quantity, job description, location, and department; and the full cost of paid employees and volunteers by department. Initial estimates for necessary paid employees were more than 9,000, and volunteer estimates were almost 74,000. TGS was able to reduce the number to 7,900 and 61,000, respectively. From the viewpoint of experience with previous events, operational efficiency, and cost management, these estimates were still too high; however, more analysis was required before further reductions could be made.

Estimates for contractor positions for cleaning, food, and other services were 46,000, but because the data was largely incomplete, indications were that this number was too low. Some departments required help planning staff quantities, as staff was estimated for various functions which were already estimated by another department, and planners could not always deduce how many volunteers or what type of staff would be needed at specific venues. Moreover, some departments planned to schedule volunteers to work three or four days per week, while others planned six or seven; some departments planned for 50 percent attrition, and others estimated none. To help resolve these issues, TGS developed and implemented specific staffing policies, such as a standard number of shifts and days a volunteer was expected to work. The TGS taskforce was formed in May 1995 to establish ACOG's staffing priorities and resolve staffing issues that were raised as staff plans were being consolidated. By April 1996, the number of volunteers requested increased to 54,511 based on the additional requirement of 1,800 ticket-takers and ushers, 2,800 security personnel, and 2,000 drivers for the ACOG Transportation Department. The final number approved by July 1996 to staff the Games was 51,881 volunteers, 6,560 paid employees, and 78,240 individuals accredited as contractors.

Annex C Sydney 2000

SOURCES

There is more research available on the Sydney Olympic Games compared to other recent Games. There also appears to be some consensus on the broad numbers perhaps because many sources tend to build on the findings of previous research. This includes a pre-Games study, Crowe and Madden (1997) for the New South Wales Treasury⁹ and after Games studies from the New South Wales Department for Education and Training¹⁰ in 2001 and PwC (2001)¹¹.

EMPLOYMENT EFFECTS

Crowe and Madden's pre-Games impact study identified scenarios for estimating employment. The study concentrated on proportional changes in employment rather than absolute numbers. However, the assessment found a steady proportionate increase in employment leading up to and during the Games dropping off in the post-Games phase. The Department for Education and Training report, estimated that 135,000 personnel were engaged in staging the Games.

PwC (2001) estimated that 105,000 jobs were created by public and private sector investment in constructing of venues and infrastructure for the Games. The report separated Games specific construction from complementary timed projects such as improving Sydney's airport. This estimates 35,000 direct jobs and 70,000 indirect jobs, matching an earlier Government report that 35,000 people worked directly on coordinating the Games¹²

EMPLOYMENT BY SECTOR

The evidence we have reviewed gives specific findings for some sectors:

Construction Sydney required much construction activity which formed the basis for most of the jobs created. PwC reported that 70,000 additional jobs were estimated to have been generated across the Australian economy, particularly in industries supporting construction activity such as suppliers and material producers. The construction-related employment generation is illustrated below.

⁹ Crow and Madden (1997), *The Economic Impact of the Sydney Olympic Games*, NSW Treasury and University of Tasmania. See http://www.treasury.nsw.gov.au/pubs/trp97_10/

¹⁰ Industry Training: An industry training strategy for the Sydney 2000 Olympic and Paralympic Games – post-Games report, NSW Department of Education and Training, 2001.

¹¹ PricewaterhouseCoopers (2001), *Business and economic benefits of the Sydney 2000 Olympics: a collation of evidence*, NSW Department of State and Regional Development.

¹² Olympic Coordination Authority (OCA), which organised the construction of Games venues and had overall responsibility for co-ordination of government issues.

Figure 3: Distribution of major infrastructure benefits associated with the Sydney Games

| Activities | \$ million | Jobs generated |
|--|--------------|----------------------------------|
| Construction of Games venues (public and private expenditure) | 2,353 | 35,000 direct 70,000 indirect |
| Construction of Games infrastructure (public expenditure) | 672 | n/a |
| Total Games construction | 3,025 | 105,000 |
| Construction of major infrastructure completed in time for Games | 3,020 | 700 |
| Total construction activity | 6,045 | 105,700 |
| Games contracts won by NSW SMEs businesses | 1,000 | 800 |
| Major infrastructure contracts won by NSW businesses | 530 | 700 |
| Total contract wins | 1,530 | 1,500 |

Source: PriceWaterhouseCoopers (2001), *Business and economic benefits of the Sydney 2000 Olympics: a collation of evidence*, NSW Department of State and Regional Development.

Media The Sydney Olympic Broadcasting Organisation was a Games specific entity, that employed more than 3,400 staff, 200 of which were full-time.¹³ Art and broadcasting featured in the Sydney training programme, funding 200 places for technicians in light and sound broadcasting.

Other evidence from Sydney suggests that almost 3,000 service industry new jobs were created between 1999 and 2000 as a result of the construction of nearly 3,000 new hotel/motel rooms.¹⁴

The Crowe and Madden study sought to model occupational change rather than by sectors. This study looked at percentage annual change attributed to the Games and found that the most job gains would be among 'tradespersons'. The summary findings are shown in Figure 4:

Figure 4: Direct effects of Olympic Games on employment by broad occupation.
% average annual change (based on central scenario)

| | Pre Games 94/95-99/00 | Games year (2000/01) | Post- Games 01/02 to 05/06 |
|---|--------------------------|-------------------------|-------------------------------|
| NSW | 0.46 | 1.02 | 0.12 |
| Managers and administrators | 0.42 | 1.14 | |
| Professionals | 0.36 | 0.90 | |
| Para-professionals | 0.42 | 1.01 | |
| Tradespersons | 0.70 | 1.26 | |
| Clerks | 0.40 | 0.90 | |
| Salespersons and personal service workers | 0.39 | 1.06 | |
| Plant and machinery operators and drivers | 0.42 | 0.98 | |
| Labourers | 0.48 | 0.94 | |

Source: Crow and Madden (1997), *The Economic Impact of the Sydney Olympic Games*, NSW Treasury and University of Tasmania.

TRAINING AND VOLUNTEERING

The New South Wales Industry Training Strategy invested in training before the Games. By September 2000, \$AUS15 million in funding was allocated to Olympic training provision. This was for training offered to Games workers, volunteers, temporary retail and tourism staff. It also included additional training provided by private companies to their employees to prepare for an

¹³ Thinkquest website,

<http://library.thinkquest.org/27850/library/sydney2000/organizations/sobo.shtml?tqskip1=1&tqtime=040>

¹⁴ Australian Bureau of Statistics, <http://www.abs.gov.au>

increase in demand. It is estimated that as a result of this, 55,000 people received employment related training.¹⁵ There is no evidence in the literature on quality and depth of this training.

In 1996, (four years before the Games) the New South Wales Department of Education and Training began planning to meet anticipated workforce needs associated with the Games. A study was undertaken in 1996 to assess the implication of the Games on demand for skilled employees and in 1998, the department established a party of government and industry representatives to identify and address training needs associated with the Games. Between 1998 and 2000 this group met regularly to review estimates of the number of training places required.¹⁶ In 1996, the New South Wales Government also allocated \$AUS10 million to boost the number of skilled workers in the building and construction industry, to meet the accelerated levels of construction activity before the Games.¹⁷

It is estimated that the Sydney Games drew on 60,000 volunteers, 47,000 of which were Games-time.

TIMELINES

The timetable of preparation for the Games in Sydney is outlined below. This is drawn from the literature referred to above.

Figure 5: Employment Timeline for Sydney Games

| | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 |
|---|------|------|------|-----------|-----------|-------------------|-----------|------------------|
| Volunteering | | | | | | | | |
| Volunteer Services Programm established | | | | May | | | | |
| Volunteers 2000 Advisory Committee set up | | | | | November | | | |
| Recruitment of Pioneer Volunteers | | | | November | June | | | |
| First Pioneer Post newsletter published | | | | End | | | | |
| Recruitment for specialist volunteers | | | | | September | | | |
| Spectator Services Programm established | | | | | September | | | |
| Community launch | | | | | | October | | |
| Registration of Interest form | | | | | | October | | |
| Volunteers 2000 Application distributed | | | | | | November | | |
| Interviews commenced | | | | | | | Beginning | |
| Training | | | | | | | | March-May |
| Construction | | | | | | | | |
| Opening of Sydney International Athletic Centre and Sydney International Aquatic Centre | | | | | | | | |
| OCA established | | | | | | | | |
| Award of Olympic Stadium contract to Multiplex Construction/Stadium Australia | | | | January | | | | |
| Construction of Olympic Stadium | | | | September | | February | | |
| Homebush underground cabling | | | | | | | | |
| Opening of Homebush Bay Wharf | | | | | | | | |
| Completion of venue for women's water polo and temporary beach volleyball venue | | | | | | | | |
| Completion of Sydney Showground | | | | | | | | |
| Construction of Sydney SuperDome | | | | | October | | September | |
| Construction of State Hockey Centre | | | | | May | August | | |
| Construction of Sydney International Archery Park | | | | | | February - August | | |
| Construction of the Olympic Village | | | | | May | | | |
| Construction of the Dunc Gray Velodrome | | | | | | May | November | |
| Construction of Sydney International Equestrian Centre | | | | | November | | July | |
| Construction of Bondi Beach Volleyball Centre | | | | | | | | August-September |
| Games organisers | | | | | | | | |
| SOCOG staff recruitment | | | | | | | | |
| Transport | | | | | | | | |
| Formation of Bus 2000 | | | | | | June | | |
| Bus procurement programm | | | | | | October | | |
| Bus depot announced | | | | | | | June | |
| Security | | | | | | | | |
| Creation of Olympic Security Working Committee | | | | | | | | |
| Planning officers appointed to the Olympic Security Planning Group/ | | | | May | | | | |
| Olympic Intelligence Centre created | | | | | September | | | |

¹⁵ PricewaterhouseCoopers, *Business and Economic Benefits of the Sydney 2000 Olympics: A Collation of Evidence*, NSW Department of State and Regional Development.

¹⁶ Industry Training: An industry training strategy for the Sydney 2000 Olympic and Paralympic Games - post-Games report, NSW Department of Education and Training, 2001

¹⁷ Industry Training: An industry training strategy for the Sydney 2000 Olympic and Paralympic Games - post-Games report, NSW Department of Education and Training, 2001.

THE OFFICIAL POST GAMES REPORT OF THE SYDNEY 2000 GAMES - VOLUME ONE - PREPARING FOR THE GAMES

Volunteers

Recruitment, training, communication, recognition and management of volunteers was a SOCOG responsibility and a Volunteer Services Program was established in May 1996. Because of the scale and specific needs involved, Olympic Roads and Transport Authority (ORTA) also undertook a managed volunteer training program and supplemented SOCOG's recruitment program with some special initiatives targeting volunteer drivers.

Early planning was based on anticipated need for 40,000 volunteers, and the eventual confirmed number was 46,967. Finding and preparing this special workforce was a massive undertaking, assisted by relationships that SOCOG developed with Australia's volunteering community, which had a strong interest in the Games and the legacies for volunteering from this event. Many community-based organisations supported the recruitment of volunteers and provided invaluable advice on how to conduct the Program. From November 1997 this happened largely through the Volunteers 2000 Advisory Committee, which included representatives of high-profile community and service organisations and interest groups.

Within SOCOG, the Volunteer Services Program provided a central unit to assist other program areas to define their volunteer needs, jobs, time commitments, skills and management requirements. This was a crucial service as many SOCOG staff had not previously worked with or managed volunteers.

A key element in the process was the recruitment of a core group of 500 volunteers, known as Pioneer Volunteers, between November 1996 and mid-1997. They assisted with Games preparation, test events, venue tours, and delivered speeches to many community organisations to promote the Games and volunteering for the Games. The Pioneer Volunteers contributed more than 160,000 hours of their time, not including Games-time, an average of 1,000 hours per week.

The Pioneer Post newsletter, first published in late 1996, was distributed to all Pioneers monthly, keeping them in touch with preparations for the Games and maintaining their interest and motivation. Other recognition was a certificate welcoming them to the Pioneer team and a special commemorative Pioneer Volunteer pin set.

The 46,967 Games-time volunteers were divided into two main categories:

- Specialist Volunteers: those who were appointed to a role based on specific skills, e.g. a language, medical qualification, technical knowledge of the field of play of a particular sport.
- General Volunteers: those with a strong commitment to service who worked in roles with spectator services, transport, community information, etc.

In September 1997 recruitment for specialist volunteers began by calling for support from suitable organisations; e.g. medical, ethnic, emergency services and sporting associations. An information session was held for representatives, allowing SOCOG contact with key people in these organisations and building important relationships. A community launch took place on 9 October 1998, with subsequent community information sessions on the volunteer roles available and the commitment required. These were held in every capital city and a number of larger regional cities during the week 12–16 October 1998. A volunteer supplement published in NSW and Victorian newspapers gave the wider community similar detailed information.

During October, a Registration of Interest form was inserted in national and capital city newspapers across Australia for people to register their interest in becoming either a specialist or a general volunteer. In just two weeks 41,000 Australians registered their interest, 35,000 for general roles and 6,000 for specialist roles. Volunteers 2000 Applications were distributed to them in November to collect the information needed to assess their suitability. The application included an information booklet with details regarding the volunteer program to be kept by applicants for ongoing reference.

Applications were also distributed to the community and to volunteering organisations that had expressed their support for providing specialist volunteers. In all, 75,000 applications were received. Around 60 % were from people up to 55 years of age. As would be expected, around 78 % were from NSW, the Olympic State. Interviews commenced in early 1999, and Games-time job offering commenced in October 1999.

Volunteer Recruitment Statistics

Applications received: 75,000

Age Ranges

18–24 years - 24 %; 25–34 years - 18 %; 45–54 years - 18 %;
55 years + - 22 %

Gender

Female - 53 %; Male - 47 %

Approximately 500 skilled university students assisted in conducting volunteer interviews. This was very successful as it made one-to-one interviews possible with many applicants, significantly reducing the pressure on SOCOG staff to conduct the interviews. It also provided the students with a very useful learning experience.

All volunteers were given the opportunity to indicate their three job and venue preferences when completing the application. SOCOG endeavoured where possible to assign volunteers to roles and venues of their first preference; however, some roles and venues were more popular than others. In approximately 30 % of cases volunteers were assigned to their second or third preferences.

While volunteers are not paid, there are costs inevitably associated with providing uniforms, training and essential support, such as meals etc. These were estimated at A\$700 for each volunteer.

Training for the Games consisted of orientation training, job specific training and venue training for all volunteers, and event leadership training for all staff including many volunteers, supervising members of the Games workforce. Provision of training on this scale was a huge investment but it paid off in the quality of services the volunteers could provide and their enhanced motivation to contribute to a successful Games. Most training was done just in time, resulting in one million hours of training being delivered in the three months prior to the Games. Volunteers were required to work a minimum of 10 eight-hour shifts during the Games. However, some ended up working more than 20 shifts.

The motivation was evident in the turnout. Approximately 4 % of Sydney 2000 volunteers did not turn up for work during the Games, an extremely low attrition rate for an event of this magnitude. Two weeks prior to the Games Spectator Services needed more volunteers for its Mobile Operation Support Team and ORTA needed 500 navigators to assist bus drivers who were not familiar with Sydney. This resulted in a rush of last-minute processing and some volunteers never being captured on SOCOG's official database.

Tourism and hospitality

Spectator services

The Spectator Services Program was responsible for guiding the recruitment and training of approximately 2,000 paid staff, the development of staff shift strategies and rosters, liaison with SOCOG volunteer recruitment regarding training of 12,500 Spectator Services volunteers, and providing staffing support for the Spectator Services Venue Team.

The Spectator Services Program required 12,500 volunteers, however two months out from the Games still did not have sufficient numbers. An additional 2,000 volunteers were recruited through media campaigns, building on the momentum and enthusiasm developing in the community once the torch relay arrived in NSW. The process was streamlined with volunteers signing up to work and receiving an invitation to training and a roster at the same time.

In the final months, a team of approximately eight staff – a mix of volunteers and paid workers – contacted all Spectator Services volunteers to confirm their availability and answer any queries. The number of calls from volunteers was so great that in June 2000 Spectator Services established a call centre dedicated to handling the enquiries. On the busiest day, approximately one month prior to the Games, the call centre received 700 calls.

Welcome the World project

The major initiatives of ‘Welcome the World’ were a major customer service training program. This was offered through TAFE NSW, with specialised training tailored for the retail, hospitality and transport industries, with up to 50,000 places, funded by the Department of Education and Training.

Spectator services

Approximately 2,000 contractor staff were needed for Games-time roles and all existing venues were approached to source supervisors and team leaders from their casual event staff pool. Advertisements were placed in newspapers, key industry journals and on the Internet. Contractor staff were also recruited via the Olympic Labour Network, a network of recruitment companies established to focus on sourcing paid staff for Olympic assignments.

Property, facilities management and cleaning

Serving the Games

Procurement of contract cleaning staff was a key issue. The already limited cleaning and waste management workforce pool for Sydney was further constrained during the Games by the increased cleaning and waste work generated by other Sydney businesses, and the fact that volunteers did not fill cleaning and waste jobs. The use of volunteers as cleaners has been attempted in past Games but the high attrition rate creates problems and Sydney 2000 decided against this option.

About 520 paid staff, 2,100 volunteers and 6,500 contractor staff worked in the Olympic Village, bringing the total workforce to 9,120. The attrition rate was less than 1 % for paid and volunteer staff, indicating a high level of motivation and effective training and preparation.

Building and construction

Venue construction

The total Games construction budget was A\$3.3 billion, with A\$2.1 billion contributed by government and another A\$1.2 billion contributed by the private sector. Over 40,000 workers were employed on construction projects overseen by OCA. From the time that OCA was founded in 1995, over 11 million hours of work were provided on construction projects for the Games. Further, it was estimated that every job on a construction site generated at least two more off-site jobs in the area of suppliers, material producers, transport workers and other areas.

A workforce of 1,500 moved 55,000 cu m of earth, brought in 90,000 cu m of concrete in 18,000 trucks, set 2,600 piles, erected 12,000 tonnes of structural steel and almost as much again of reinforcing, and laid 1 million masonry blocks and 180 km of electrical cabling.

Retail

Venue construction

The Olympic Village was planned to become Newington following the completion of the Games, home to some 5,000 to 6,000 people and the world's largest solar-powered suburb. Newington would also provide some 1,600 jobs in a commercial/retail precinct and high-technology business park.

Games organisers

Preparing the venues

The venueisation process¹⁸ was paralleled by a massive increase in SOCOG staffing to meet the requirements of venues. This increase began in 1998 and progressed steadily to mid-2000. Between July and September of that year, the number of SOCOG staff more than doubled, to a total of 2,971. At the same time, there was a huge inflow of volunteers and the staff of other Olympic agencies also increased.

Staff planning continued alongside venueisation through late 1997 and 1998 with staffing data becoming more operationally realistic as venue plans developed and testing against budget occurred. A scheduling and rostering system was developed in 1999. To ensure a well-prepared workplace, a Workforce Training Strategy was prepared with the NSW Department of Technical and Further Education as Official Training Supporter. The resources of that department were then used for the design, development and delivery of induction and general training across all areas of need. Job specific training was provided by program areas in venues, including during test events.

Games workforce

The Workforce Recruitment Program's aim was to recruit a paid workforce to deliver the Olympic and Paralympic Games. An Official Staffing Services Supporter (employment agency) was appointed in early 1996 to provide services in permanent staff recruitment, temporary staff engagement, contracting and other human resources services. Nine recruitment consultants worked on the Games.

¹⁸ The concept of venueisation calls for individuals from the functional areas that would be represented at a venue to work together as a team well before the start of the Games.

Telecommunications and media

Press operations

Early Press Operations staffing plans called for 240 paid positions and 1,700 volunteers across Games competition venues, the MPC and the Olympic Villages. This had the potential of leaving Press Operations staffing spread too thinly, as insufficient allowance had been made for staff attrition, no-shows and rest days.

The Sydney Olympic Broadcasting Organisation (SOBO) was responsible for televising the Games to an estimated cumulative global audience of 3.7 billion people. By Games-time staff numbers reached 3,500, approximately 200 of whom worked full-time.

The Host Broadcast Training Program aimed to supply SOBO with tertiary students trained to work as part of the SOBO broadcast team during the Sydney Games and to equip these students with specialised broadcast practice to complement their university courses.

Training covered areas such as camera assistant, audio assistant, font coordinator, commentary systems installation and operation, video/camera control unit operation, broadcast liaison and videotape logging. Students gained university credit for the subjects studied.

SOBO secured agreements with six universities within New South Wales to supply students as part of the program. The universities contributed by providing staff to work with SOBO to develop and integrate the courses, assist in the delivery of the workshops and provide teaching facilities including video/audio equipment and computer labs.

The International Broadcasting Centre (IBC) was the Games-time headquarters for all SOBO and Rights Holding Broadcasters. The IBC had 20 paid staff and 500 volunteers, and their friendliness and helpfulness were commented upon by many of the Rights Holders.

Transport

ORTA was established by the New South Wales Government to coordinate all ground transport services for the Olympic and Paralympic Games. An extremely important lesson for Sydney's organisers from the experience of the Atlanta Olympic Games was the need for a coordinated approach to transport. Atlanta had suffered particular criticism for its lack of control over spectator transport and poor traffic management procedures.

Transport services

ORTA estimated about 3,350 buses would be required for the Olympic Games, with the biggest component being 1,700 for spectators. By February 2000, about 8,000 drivers had expressed an interest in driving for the Games, easily exceeding the 5,000 needed.

ORTA's 6,000 volunteer drivers and additional 3,000 non-driving volunteers were counted among the 50,000 Olympic volunteers. Their recruitment was a SOCOG responsibility but ORTA embarked on its own recruitment drive, including a mainstream advertising campaign.

The volunteers were absolutely crucial for the transport outcome and ORTA's fleet section worked hard to keep them happy. Despite these efforts, an unforeseen drop-out rate and other problems left ORTA 600 volunteer drivers short. A public SOS accompanied a hastily organised recruitment morning at the Sydney Town Hall. The queue of would-be drivers seemed to stretch forever, and the numbers were found.

The final demand for staff was huge. In September 1997, ORTA had nine staff and in 1998 still only 40. Its numbers began to grow as the Games approached, increasing to 107 in September 1999 and 174 in March 2000. This was just the tip of the iceberg. There were 9,000 transport volunteers, and 4,500 bus drivers and increased rail staff. In total, ORTA accredited 19,403 people associated with transport for the Games.

At face value, the procurement of Australia's biggest bus fleet and recruitment of drivers had been successful. At the end of August, Bus 2000 reported more than 11,000 drivers had expressed interest in participating and that it had secured all 3,500 buses required.

All of the planning and response capability was put to an early test. In early September, despite years of preparations, the provision of buses proved inadequate as athlete and other Olympic Family uses began. Bus driver accreditation processes failed, management and staffing structures at the Regents Park depot were deficient, and accommodation and meal arrangements for drivers were poor. There were not enough drivers, and the operation was in difficulties from the very beginning. The media was quickly awash with details of the operation's failures.

Senior ORTA staff were quickly diverted to the bus operation, and additional resources and skills were recruited through a process of headhunting key people to play new management roles. On 7 September, major changes to the management of the depot were announced, including more than 20 additional staff seconded from the State Government, and external appointments to new senior operational positions. Buses were diverted from other roles to the Olympic bus operation and Australian Defence Force staff were also seconded to the operation.

The organisational problems with the bus operation soon became industrial ones, as bus drivers became increasingly dissatisfied with the conditions under which they were expected to work. Negotiations with the Transport Workers Union addressed concerns over accommodation, meals and pay.

Subsequently, Games Coordination Group (GCOG) took a decision to seek 500 volunteer navigators to help the bus drivers. A special hotline was quickly established, and the volunteers processed within 24 hours. It was successful strategy and ORTA's post-Games analysis would recommend the use of such navigators to future host cities.

Security

Olympic Security Command Centre (OSCC) had more than 70 full-time staff in 1997–98, increasing to 250 over 1999–2000, including approximately 50 Olympic Venue Commanders, some of whom were part time until February 2000, and liaison officers attached from security and emergency service-related agencies such as the Department of the Prime Minister and Cabinet, Australian Defence Force (ADF), NSW Fire Brigades and the NSW Ambulance Service.

Australian Defence Force (ADF), private security and volunteers who, with police officers, made a security workforce of approximately 11,500 on peak days (approximately 5,000 police officers were rostered to perform Olympic specific duties.). Some 5,000 members of the ADF, in two specialist task forces, performed a range of security tasks, as well as general support functions such as logistics, transportation and communications.

Annex D Athens 2004

SOURCES

Evidence of the impact of the Athens Games appears in *After the Gold Rush (2004)*¹⁹ with pre- and after Games research from, the Foundation for Economic and Industrial Research (IOBE), (2000,2004)²⁰.

EMPLOYMENT EFFECTS

In their pre- Games study, the Foundation for Economic and Social Research estimated that the Athens Games would result in 150,000 additional jobs including 140,000 new skilled, semi-skilled and specialised jobs.

EMPLOYMENT BY SECTOR

The same study by the Foundation for Economic and Social Research estimated that the direct requirements for the 2004 Games were anticipated to be 14,000 salaried jobs. The largest requirement was expected to be within competition areas, covering admission, games organisation, administration, stewards and other public services.

Figure 6: Human resource requirements of the 2004 Athens Games

| Area of Activity | Salaried | Volunteers | Total |
|-------------------|---------------|---------------|---------------|
| Competition Areas | 4,000 | 22,000 | 25,000 |
| Support | 7,000 | 8,000 | 15,000 |
| Accommodation | 2,000 | 8,000 | 10,000 |
| Services | 600 | 3,400 | 4,000 |
| Training areas | 400 | 600 | 1,000 |
| Total | 14,000 | 42,000 | 55,000 |

Source: Foundation for Economic and Industrial Research (2005), 'The impact of the 2004 Olympic Games on Sectors of the Economy'

TRAINING AND VOLUNTEERING

The Athens 2004 volunteers programme covered the recruitment, retention, selection, training and recognition of 45,000 volunteers. In 2001 an information campaign was launched, followed by the circulation in 2002 of the Official Volunteer Application. Personal selection interviews were undertaken in 2003 with training to equip successful applicants with appropriate skills.²¹

TIMELINES

A timeline for the Athens Games has not been clear from the literature.

¹⁹ Published in Mead, Tims and Vigor (2004), *After the Gold Rush*, IPPR and DEMOS.

²⁰ *The Impact of the 2004 Olympic Games on Sectors of the Economy*, Foundation for Economic and Industrial Research presentation.

²¹ Information sourced from www.athens2004.com.

Annex E Manchester 2002

SOURCES

A pre-Games study of the Commonwealth Games was undertaken by KPMG (1998).

A cost-benefit analysis after Games study was performed by Cambridge Policy Consultants (2002). Details on employment and timescales of the Commonwealth Games are provided in the Games Final Report.

EMPLOYMENT EFFECTS

Initial pre-Games estimates of impacts of the Commonwealth Games by KPMG suggested that Manchester would benefit from almost 4,500 full-time equivalent (fte) jobs of which 1,000 would be additional to the local economy in the 10 years following the Games. Later pre-Games analysis by Cambridge Policy Consultants²² (April 2002) had a higher figure of 6,100 fte jobs.²³ This was subsequently revised by Cambridge Policy Consultants (October 2002) to 6,300 fte jobs attributable to the Games. The split of the jobs was given as 2,050 jobs created before the Games, 250 during the Games, with a further 4,000 arising from developments 3 to 5 years after the Games.

EMPLOYMENT BY SECTORS

The overall workforce employed directly by “Manchester 2002 Ltd” in delivery of the Games was referred to as “Crew 2002”. The component elements of the Organising Committee (OC) paid workforce were complex, in that staff were from a variety of sources and business sectors:

Figure 7: Employment by Manchester 2002 Ltd

| | |
|--|------------|
| Secondments from Manchester City Council | 297 |
| M2002 Direct Hires | 393 |
| <i>Of which</i> | |
| Secondments from other organisations | 83 |
| New Deal employees | 8 |
| The Queen's baton relay team | 24 |
| External consultants | 22 |
| Total | 690 |

When M2002's staffing plans were first formulated, it was agreed that Manchester City Council would assist with staffing by seconding staff from within its own workforce on a full cost basis. Where it was expected that positions could not be filled by secondments, people were hired directly by M2002. These were typically people with events-specific or technical experience.

There was also a second programme to encourage secondments from other organisations identifying the opportunity to enhance the experience of their staff. The employers who seconded staff to M2002 included banks, accountants, consultancies, government departments and local authorities.

²² Cambridge Policy Consultants (2002) ‘The Impact of the Manchester Commonwealth Games’ (For Manchester City Council).

²³ The Commonwealth Games 2002: A Cost and Benefit Analysis – Final Report

| | |
|-----------|--|
| Media | In Manchester 2002, the BBC had over 2,000 staff supporting the global transmission of the Games. |
| Security | The Security department for the Games was responsible for all venue security and liaising with police and other security agencies. M2002 security was divided into three areas: Asset Protection, Venue Access Controls, Event Stewarding. Aside from official policing, security for the Games was provided primarily by one contracted security company called Showsec. Over the three month period April – June 2002, Showsec recruited approximately 2,800 event stewards and 650 static guards. Most were casual employees who would not be called upon to work until the Games period. |
| Transport | During the Games, Manchester had an estimated one million public transport trips made by spectators. Each day with a full programme at Sportcity saw 35,000 spectators using the city centre shuttle buses and 2,200 spectators using coaches to get to Sportcity. However, there is no evidence that the extra transport over the 11 days of the Games required a direct increase in the number of transport workers. |

TRAINING AND VOLUNTEERING

Manchester's official post-Games report stated that the number of volunteer positions for the Games was approximately 10,500 by May 2002. This was filled from a database of around 22,000 people. From its inception 4 years before the Games, the Pre-Volunteer programme had two main aims:

- To use the Games as a “hook” not only to get disadvantaged groups involved in the Games but to aid them in obtaining employment
- To develop a programme of study to overcome disadvantaged status. Passing the course would guarantee an interview for volunteer placement despite lack of experience or qualifications.²⁴

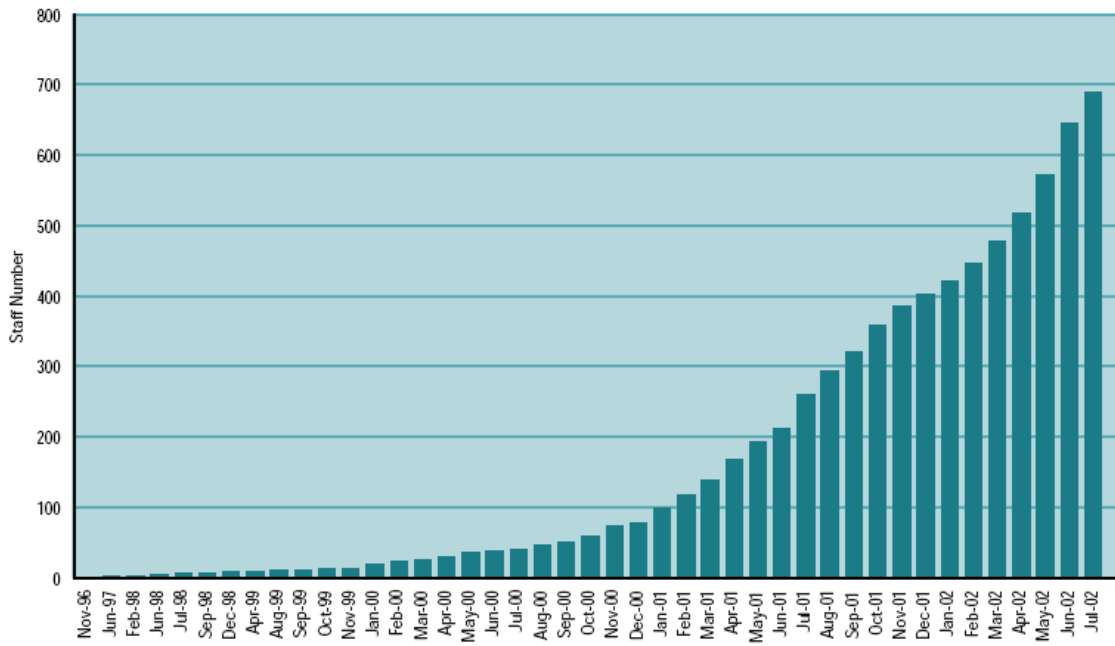
Some 9,600 people were also involved in Passport 2002, funded by North West 2002 SRB programme to engage people in local communities and throughout the North West. At the time of publication, 2,423 had achieved an accredited qualification for event volunteering.²⁵

²⁴ The XVIIth Commonwealth Games: Manchester 2002 Pre Volunteer Programme Final Report

²⁵ The Commonwealth Games 2002: A Cost and Benefit Analysis Executive Summary

TIMELINES

Figure 8: Cumulative monthly employees for Manchester 2002



Source: Manchester 2002 Post Games Report Volume 5

THE OFFICIAL POST GAMES REPORT OF THE MANCHESTER 2002, THE XVII COMMONWEALTH GAMES - VOLUME THREE, WORKFORCE

Workforce planning

The overall scale and complexity of the Games grew over the course of the project and a greater number of people with previous experience of multi-sport events were required. Test events and the testing and verification of systems used for Workforce, identified a number of gaps and necessitated the appointment of additional paid members of staff and volunteers.

Although Workforce led the recruitment and interview process a baseline document was produced to identify in what areas staff would be required. The plans for paid staff, volunteer and contractor numbers and positions were brought together via the review of each programme plan establishing a baseline of final numbers.

Over the course of the Games, the HR department successfully recruited 690 staff from a variety of Games related locations and through the secondment of MCC staff. The initial HR plan transformed over time in line with the needs of the organisation.

Retention strategies

As the Games was a short-term, ever changing project there was the potential for staff to suffer from stress or sickness. A motivation and retention plan was, therefore, put in place to ensure that those in positions of high importance would be retained and would not present a de-stabilisation effect for the organisation. The premise for this approach had the desired effect, as the vast majority of staff were committed to seeing the project through to the end to ensure future career advancement and via association, personal prestige.

Recruitment challenges

Although quite a number of staff were recruited from an international pool of qualified professionals, the effects of bringing in people from different events did have implications.

Despite M2002 having a clear vision, each group of people from different events had their own perspective of how a multi-sport event should be organised, which necessitated a prolonged settling in period, (particularly those working in operational areas) as significant time was required to meld experience and cultural attitudes together.

Volunteer services

The Volunteer Centre as the hub of volunteer development and recruitment, saw an unexpected uptake of an enthusiastic and willing community drawn together to make up the majority of the workforce. With the marketing and promotion of the Volunteer Programme and the Games, 22,000 volunteer applications were received.

The crew culture concept was well received by volunteers and was the cornerstone of a valued and caring workforce. The reward and recognition plans were well organised and well within the budget.

The Training Programme was a success and started with a spectacular Orientation Evening, leaving all volunteers wanting to remain part of the Games and Crew 2002. Ongoing training met many obstacles, however, with time and effort and valued judgement training, both job-specific training and venue orientation were successfully achieved.

The concept that underpinned the recruitment, training, rostering and deployment of volunteers was the volunteer department who facilitated the process in cooperation with Functional Areas (FAs). FAs had the ultimate responsibility for ensuring that all components were delivered and had the support of the volunteer department and the Rostering department along with their own Functional Area Crew Coordinator (FACC) to balance the workload. M2002 acknowledged that a good balance of home grown and international experience was required and strived to align this philosophy with specific job requirements.

Pre-Volunteer Programme

This programme will continue to provide a lasting legacy for Manchester and future sporting events throughout the UK. Started in early 1997 the programme provided the foundation for the roll-out of the overall Volunteer Programme. The role of the programme enabled socially excluded groups to become part of the Games and learn critical career forming skills to assist them in establishing a long-term career. The programme promoted self-esteem, learning, and opportunities that led to long-term employment or fulfilled the competency based learning outcomes embedded in the programme to achieve a recognised qualification.

Annex F Best practice case studies

Wembley Stadium

BACKGROUND

- The new Wembley stadium is being built in the North West London borough of Brent. Over 2,000 jobs will be created during the construction phase, which commenced in 2002 (figures from Wembley National Stadium Ltd).
- The main construction contractor on the building phase of the project is Multiplex. Section 106 agreements require Multiplex sub-contractors to use local labour in their contracts.
- Once completed, the Wembley National Stadium Limited (WNSL) will manage the stadium. Annual visitor revenue is estimated at £229 million and 7,500 permanent jobs (5,000 of them full-time) will be created (figures from Wembley National Stadium Ltd).
- Development activity is not limited to the stadium itself. Quintain Estates own the area around Wembley Stadium, some 75 acres, and are planning a mixed use development of which the construction will take at least 10 years.

OBJECTIVES

- There are a large number of organisations active in recruiting and training local people to work at Wembley. This case study is principally concerned with the activities of Brentin2work and Building One Stop Shop (BOSS).
- Brentin2work aims to reduce the high level of unemployment and relative deprivation in Brent, by targeting the long-term unemployed, youth unemployed, residents of priority wards, refugees and migrants, disabled people, and women. BOSS aims to assist local people into permanent positions within the construction sector.

ORGANISATIONS AND INSTITUTIONAL RELATIONSHIPS

- The relationships between the large number of employment and training sector organisations in Brent are complex. Brentin2work is an umbrella organisation designed to prevent organisations with similar goals competing for clients, employer access, and funding grants.
- The organisation reports to the Brent Council Policy and Regeneration Unit and the London Development Agency (which administers the Single Regeneration Budget (SRB) for Wembley).

- Brentin2work aims to deal directly with employers, disseminating information on vacancies available and skills requirements to its partner organisations, which include, but are not limited to, Jobcentre Plus, Work Directions, Head to Head and the North Kensington Opportunities Centre.
- If a candidate requires training, Brentin2work refers the individual to a relevant provider organisation such as BOSS and Languages2work and funds the training required.
- BOSS receives referrals of candidates from a variety of sources including Jobcentre Plus, community groups, homeless projects, housing associations and others.
- The organisation also has direct contact with local employers. BOSS is a highly recognisable brand among organisations in the area, and is seen as the key place to go for construction employment and training.
- BOSS also has links with CITB and Business Link. Links with the College of North West London (CNWL), where BOSS is based, are particularly strong.

RECRUITMENT AND TRAINING ARRANGEMENTS

- BOSS supports unemployed people who are current residents of the boroughs of Brent, Harrow, Ealing, Hillingdon, Hammersmith and Fulham, and Hounslow.
- BOSS also offers recruitment services to unemployed people, providing internet access, phone access, access to trade magazines, and CV writing support. The organisation also contacts employers directly and brokers employment for candidates from its database of construction operatives in West London.
- All training is free to employers and candidates and training can extend to include mentoring even after a job has been achieved. BOSS provides skilled workers with NVQs at level 2 and 3 via on-the-job training.
- BOSS also offers the On Site Assessment and Training (OSAT) programme. This pan-London upskilling project targets the self employed and those working within micro businesses and provides a variety of training including brick laying, construction operations and painting and decorating, amongst other disciplines.
- BOSS has an in-house Construction Safety Certification Scheme (CSCS) and all the candidates put forward for construction positions are registered with the scheme. BOSS also offers training tailored to the needs of individual businesses.

PROJECT RESOURCES

- As part of their 'Helping Wembley Work' project, which covers a wide range of projects delivered by Brentin2Work, the London Development Agency approved grant funding of around £750,000 per annum between 2004 and 2008. This is match by other public and private sources. In addition, the two SRB funded projects have a total value of £500,000 per year between 2004 and 2007.
- The average cost of a training course for 12 people was £10,000 in 2005, and £6,000 in 2006 (the cost reduction was a result of negotiation with training providers, who offered a discount in return for regular work).
- Funding for BOSS comes from the LDA, Brent Council, the College of North West London (which provides office space and some staff time), Jobcentre Plus, West London Learning and Skills Council, and the European Social Fund (ESF).
- Funding is also linked to specific projects, for example BOSS successfully bid for LSC and ESF funding to allow SMEs and sole traders to train for a Construction Skills Certification Scheme (CSCS) skill card at level 2 and 3 at no cost.

MEASURES OF SUCCESS

- Every course that Brentin2work has funded is followed by a feedback session from employers and trainees.
- Success of programmes is measured by interview success rates, time taken to find job, drop out rates, and the number of people placed in full time employment. Full records are kept, and these are monitored against targets for the unemployed, residents of priority wards, disabled people, and minority ethnic groups.
- In 2005-2006 BOSS placed 175 local people into sustainable employment in the industry. Between 2004 and 2005, it helped 210 people gain industry-recognised qualifications.
- BOSS is considered to be an excellent scheme and feedback from employers and candidates has been good. The scheme also won an Association of Colleges' Beacon Award for excellence in construction provision.

THOUGHTS FOR 2012

- Brentin2work was founded to avoid duplication of effort between employment placement and training organisations. Such duplication not only wastes resources within these organisations, but also in the employer organisations that they contact. In order to gain the confidence of the private sector, and provide the best possible service to employers, the number of contact points needs to be minimised.
- Brentin2work pays training providers based on the job outcomes of those that they train, effectively transferring risk to the private sector providers themselves. This approach encourages all organisations involved to focus on securing employment, rather than more easily measured outcomes (such as retention rates or qualifications gained).

- As the name implies, BOSS (Building One Stop Shop) is a truly comprehensive service. It finds potential workers (even using outreach services to find those not actively seeking work), it provides training, it places candidates in employment, and it can even offer post-employment support to candidates. This seamless service ensures that workers, particularly those who need the most support, are not lost to the labour force through lack of inter-agency co-operation.
- BOSS is specialised in one sector of the economy and this has allowed its staff to build in-depth knowledge and extensive contacts that ensures efficiency, and improves relations with employers.
- BOSS has links with a large number of other employment and training focussed organisations, allowing it to service a large number of candidates and vacancies. Its image and position as a specialist construction provider is helpful in this regard.

Heathrow Terminal Five – employment and training

BACKGROUND

- Before work began on the construction of Terminal 5 (T5), BAA estimated that some 5,000 workers would be required at the construction peak, with 47% of those living within 75 km of the T5 site. At the public enquiry into T5, BAA committed to spending £150,000 a year for ten years to ensure that local people will benefit from jobs created by the construction and operation of the terminal.
- There is a severe shortage of appropriately skilled construction workers in the West London area. However, the use of off-site pre-fabrication has reduced the total amount of labour required locally.

OBJECTIVES

- To create opportunities for residents from the London Boroughs of Ealing, Hillingdon, Hounslow, and the Borough Councils of Slough and Spelthorne to access employment and training linked to T5, understanding the cultural and attitudinal barriers construction presents for under-represented groups.
- To improve the skill and qualification levels of construction workers, and staff working at T5 when it is operational in areas such as retail.
- The Retail Academy is concerned with overcoming barriers to employment, and to help staff undertake nationally recognised qualifications so that retail offers progression opportunities for the previously unemployed and those who hold no formal qualifications.

ORGANISATIONS AND INSTITUTIONAL RELATIONSHIPS

- The Heathrow Employment Forum brings together BAA Heathrow, Surrey, Berkshire and West London LSCs, construction suppliers and other local agencies. The Forum oversees the BAA Local Labour Strategy (concerned with employment and training for construction workers on T5) and will supervise the next Local Labour Strategy (concerned with staff required for the operation of the new terminal). The Local Labour Strategy encompasses a variety of initiatives, each of which entails cooperation with different partners, and, often, funding from different sources.

TRAINING AND RECRUITMENT

The Retail Academy Programme

- The Retail Academy is a Heathrow wide programme that will also support the education and training needs of operational roles created once T5 is completed. The academy has a dedicated manager but is also closely integrated with, and receives input from, staff working within BAA's existing retail operations.
- The Retail Academy manages an apprenticeship scheme under contract to London West LSC. Assessment is sub-contracted to Touchstone, a specialist provider. BAA recruits apprentices onto the scheme and when attainment or achievement targets are met, makes bonus payments to Touchstone. Currently 60 apprentices are engaged in the scheme.
- The 'Routes to Work' programme targets 12 deprived wards inside Ealing, Hillingdon and Hounslow boroughs, described as the Heathrow City area. The course is a 30 hour pre-employment programme, designed by BAA, managed by Southall Regeneration Partnership and delivered by six local training providers. The course includes customer service training, confidence building measures and interview preparation. Candidates are sourced through outreach workers who are active in local estates, Jobcentres and childcare facilities.

Construction training programmes

- A key aim of the local labour strategy has been to increase the construction skills of the local workforce. This is achieved by establishing a skills development path for 14-19 year olds, and by improving the skills of the existing workforce.
- The Airport Construction Training Alliance (ACTA) has established a minimum standard for construction training at the airport, which entails an intensive induction process resulting in a skills "passport", without which individuals cannot work on the site. Failure to comply with training standards has resulted in contractors being excluded from the site and contracts being terminated.
- BAA and CITB Construction Skills cooperate to help workers achieve a CSCS card at the T5 Health and Safety training centre under the Construction Skills Certification Scheme.
- There is a construction training centre on site at Heathrow, which is operated by Carillon and takes on 100 apprentices a year in construction trades. Training and work placements in or near T5 result in NVQ level 2 or 3 qualifications and the facility includes the only steel erection facilities in the South of England.
- The Heathrow Employment Forum has created four centres around Heathrow to train 14-16 year olds in construction skills – The Hayes Skills Centre; The 'BESTT 5' project in Slough; The Skills Centre in Feltham; and a mobile classroom servicing schools in Spelthorne.
- While many migrant groups have good construction skills, their command of written and spoken English is often very low. Thus, language training and on-site translation support these groups.

- In order to maximise the potential of T5 as a showcase project that can promote construction as a career for young people, BAA and the Construction Youth Trust (CYT) (previously the Construction Industry Trust for Youth (CITY)) developed a scheme which each year provides five undergraduates in construction related disciplines with a £5,000 bursary spread over three years, and the opportunity to gain work experience with contractors on T5. A T5 Teacher Resource Pack has also been developed by BAA, the Learning and Skills Development Agency and local education business partnerships, providing local secondary schools with a range of T5-related materials that link to the vocational curriculum in key areas.

Other training programmes at Heathrow and T5

- ‘Engaging Heathrow in Learning’ is a programme that offers work-based learning to workers in the aircraft cleaning industry who lack basic literacy and numeracy skills.
- The Heathrow Learning Centre is an on-site centre operated by Thames Valley University and funded by LSCs, the LDA and the ESF. The centre offers free short courses and NVQs in IT, hospitality and management.

RECRUITMENT ARRANGEMENTS

- As part of the ‘Building London, Creating Futures’ scheme (a pan-London scheme that operates across major building sites across the capital), there is a co-ordinator on site who establishes and maintains links with agencies, hard-to-reach groups and employers. Over 130 local residents have gained employment on T5 as a result of the project.
- ‘Meet the Buyers’ is an event sponsored by BAA where local companies can meet construction contractors in order to promote the sourcing of local goods and services. This service is supplemented by a ‘Heathrow Business Toolkit’, developed in conjunction with Business Link for London, which explains to local suppliers the standards and processes required to supply Heathrow-based companies.
- BAA is also involved in a number of other initiatives linked to the T5 development. BAA established a web-based recruitment database entitled ‘T5 Recruit’ that contractors could use to identify local workers that suited their vacancies. A hotline number has been promoted throughout the local area so that residents who want to work on the construction of T5 can register their details.
- The Retail Academy runs the “Red Bus” outreach initiative to target local people in demographic groups that traditionally are less likely to be engaged in the labour market. This mobile information and guidance centre provides support to these individuals in applying for jobs at Heathrow, or points them towards “Routes to Work”, the pre-employment training scheme. Together, the Academy’s employability programmes have helped 117 people from hard-to-reach groups into airport employment.

PROJECT RESOURCES

- BAA provides £150,000 per annum to help people in the local area access the opportunities at T5. However, it also supplies premises, marketing, and management time that is not included in this figure. In 2006, £50,000 was spent on the Routes to Work project and £75,000 on the management of the Heathrow City programme (within which Routes to Work is the core programme). £50,000 was also spent on staff costs for the Retail Academy. BAA also provides £50,000 to host the 'Meet the Buyers' event.
- £600,000 will be forthcoming from the West London LSC to make the Retail Academy a Centre of Vocational Excellence (CoVE) and the LSC also contributed £3,000 for each apprenticeship provided by BAA. Meanwhile the LDA provides £1.3 million in funding for the 'Routes to Work' project and Jobcentre Plus contributes a variety of resources in support of the schemes in operation at T5.

MEASURES OF SUCCESS

Retail Academy – achievements as of March 2006

- Recruitment at Heathrow has been centralised – reducing the amount of time it takes to process retail staff work histories (required by security legislation) from 4 months to 25 days.
- 1,000 staff have been placed in jobs, 117 of which were previously unemployed.
- There are 60 people on apprenticeship programmes, which currently report a retention rate of 100%. BAA is in talks with the LSC to extend the scheme as a result of high levels of demand for the programme among staff and a waiting list of those wishing to participate.
- Between March and December 2005, 360 Heathrow City residents took part in the 'Routes to Work' programme, with a completion rate of 90%.

Construction achievements

- The Heathrow Construction Centre has taken on 150 apprentices over the period between winter 2003 to winter 2005 and more than 2,000 NVQs were completed by workers at the site, under the On Site Assessment and Training schemes (OSAT), between 2003 and 2005. Completion rates on NVQ programmes stood at 70 to 80%, close to twice the national average.
- More than 600 learners from 14 year olds upwards are learning construction skills in the local area in 2005.
- 95% of workers left the site with more training than they arrived with.

THOUGHTS FOR 2012

- Training programmes must be in place up to two years in advance of the construction phase to ensure the schemes turn out fully qualified individuals in time to meet employer needs.
- A large number of initiatives were implemented in support of the T5 development, working in partnership with key stakeholders. Many of the programmes have been implemented with the long-term in mind, for example the provision of construction skills training of 14 to 16 year olds, demonstrating a commitment to the local area beyond that required to efficiently construct T5.
- Skills are an issue that have received attention from the higher echelons of BAA management, and the Retail Academy is in fact supervised by BAA's head of retail operations. Moreover, BAA asked construction suppliers to demonstrate their commitment to the Local Labour Strategy by offering sustainable jobs where possible and work placements. Such commitment has proved valuable in ensuring the support and involvement from suppliers of all sizes.

Bluewater Foundation

BACKGROUND

- Lend Lease developed the Bluewater regional shopping centre, near Dartford in Kent, between 1996 and 1999. With 1.6 million square feet of retail and leisure facility space, Bluewater is the largest shopping destination in the UK.
- For Lend Lease, an international property and financial services organisation based in Sydney, Australia, Bluewater was their first development outside South East Asia, and the company was determined to transfer its reputation for strong community links to the project. Thus Bluewater (and subsequently Overgate in Dundee and Touchwood in Solihull) were the first developments in the UK to benefit from Lend Lease's local jobs and training model.
- Indeed, despite there being no Section 106 agreements obliging developers to train their workforce or employ local labour, Lend Lease created the Bluewater Foundation, a partnership of local stakeholders, which undertook a series of initiatives to ensure that the local community benefited as much as possible from the development, not only during construction, but also once in operation.

OBJECTIVES

- The main focus of the Lend Lease community programme was to ensure that local residents had the greatest possible opportunity to fill the 6,500 jobs created during the construction phase and the 7,000 jobs required at Bluewater once the centre was operational.
- Emphasis was given to supporting specific hard-to-reach groups, such as the long-term unemployed and lone parents, in securing employment opportunities at the Bluewater development. This also fulfils the engagement targets that Jobcentre Plus works towards.
- Furthermore, the Bluewater Foundation aims to ensure that all those involved in the construction and operation of the centre have the opportunity to study for recognised qualifications. The ethos of the foundation is to provide individuals with "training that gave people more than they came with".
- The employment and training programme was managed through a system that matched an employer's request for workers with specific skills, to local jobseekers with the relevant skills and aptitudes. At the same time, where applicants lacked immediately relevant skills they were directed to training or 'first rung' unskilled job opportunities.

ORGANISATIONS AND INSTITUTIONAL RELATIONSHIPS

- The Bluewater Foundation acts as a coordinator and aims to lead partnerships and facilitate dialogue. Partnerships were established between contractors; trade unions; local councils; chambers of commerce; and local training providers.
- Jobcentre Plus was established as the job broker on site during construction and remains open at the Bluewater centre. 'The Learning Shop' provides advice and guidance to individuals and employers, supplemented by training delivery through the College of North West Kent. Lend Lease provides the facility at Bluewater for the Learning Shop but the staff are funded by Jobcentre Plus and the College of North West Kent.

- The charity 'Tomorrow's People' was used as an outreach agency to help the long-term unemployed successfully achieve employment at Bluewater. Charity workers visited childcare centres, community centres, and other places likely to be frequented by the long-term unemployed to offer help with applications, CVs, interview techniques and referrals to training programmes.
- Lend Lease helped with transport issues for workers through securing one-third discounts with British Rail and Arriva buses. This helped to overcome some of the practical barriers to employment and widen the pool of labour to those unengaged from the labour market.
- There was also a fully trained lone parent advisor on site to discuss benefits and childcare.
- It took time to build relationships with contractors and employers at Bluewater, as there was no obligation on their part to use the services of the employment and training partners. Employers were able to choose their degree of involvement with the partnership as Lend Lease operates on the basis that the jobs and training model works, and if they can demonstrate this to employers they will choose to participate in the scheme. Indeed, strong relationships with employers were established through successful job placements.

EDUCATION AND TRAINING ARRANGEMENTS

- The College of North West Kent offers training tailored to the needs of employers in the Bluewater development. For the construction sector, basic courses such as health and safety, first aid and manual handling were provided, as well as Construction Safety Certification Scheme NVQs and other NVQ-based qualifications (though there was evidence that lack of reading and writing skills were a barrier to completion of these courses in some instances). Specifically tailored apprentice schemes were designed with the CITB and delivered by the college.
- For retailers, the college had set up a large number of new retail related training courses both at the college and on site, such as the Certificate of Retail Principles, and also tailored existing retail courses to ensure they met the needs of retailers at Bluewater.

RECRUITMENT ARRANGEMENTS

- The first wave of recruitment was to fulfil the employment need of the construction phase. In order to do this, Jobcentre Plus established a 'Matches' database to match prospective employers' needs with the skills currently available among those seeking work.
- Individuals who were suitably skilled to meet employer needs were put forward for positions. Those lacking the required proficiencies or experience were offered training at the College of North West Kent or were placed in work trials. The latter allowed jobseekers to adjust to working life and demonstrate their capabilities, while removing the risk that employers often attach to recruiting from hard-to-reach groups, given that they were able to decide whether or not to offer permanent positions.
- Jobcentre Plus, Lend Lease and Bovis Construction (later Bovis Lend Lease) staff all undertook outreach work visiting community centres for example to inform individuals outside the mainstream labour force of the opportunities available at Bluewater.
- The Learning Shop, financed by Lend Lease, is now located in the shopping centre and continues to assist retailers in fulfilling replacement demand while supporting those seeking employment.

MEASURES OF SUCCESS

- The Bluewater Foundation is still in existence and employers continue to choose to participate in the scheme, highlighting its success in fulfilling employers' recruitment needs. The employment and training model used at Bluewater has since been replicated elsewhere and is currently in use at the Greenwich Peninsula development.
- Approximately 3,750 local people accessed jobs in the construction of the development, 10% of whom had previously been long-term unemployed. Nearly half of those placed in employment at Bluewater were from the local Dartford area, including the long-term unemployed, single parents, ex-offenders and workers with disabilities.
- The number of formal qualifications obtained through the training element of the scheme is recorded through the Bluewater Foundation's training partners. Jobcentre Plus also records the numbers placed in work and tracks the placement in employment of demographic groups that are less likely to join the workforce, such as single mothers.

THOUGHTS FOR 2012

- The Bluewater Foundation was established as construction work was beginning on Bluewater. There is a strong case for getting projects of this nature up and running as early as possible.
- Lend Lease through its wholly owned main contracting construction company Bovis Lend Lease, is currently working to create a not-for-profit company that will employ and train local people with barriers to employment. This not for profit company will organise pre and post employment training and offer ongoing support to individuals whilst sub contracting them to its own supply chain.
- The success of employment and training programmes proved highly dependent on the quality of staff working within partner organisations responsible for delivering the initiatives. Cooperation among stakeholders responsible for implementing the schemes was also essential to ensure the programmes were as effective as possible.
- Flexibility in the offering of recruitment services was important in promoting the uptake of services among employers. Recruitment efforts at Bluewater proved particularly successful because they were employer led, with Jobcentre staff working hours that suited contractors on the site for example. By working closely with the SSC to design courses, the training delivered was also tailored to employer needs.
- Employers can be encouraged to co-operate by demonstrating the success and positive outcomes of the jobs and training model, and the benefits to their business and the individuals they are recruiting.

The Arsenal Emirates Stadium Development

BACKGROUND

- The Arsenal Development is comprised of a 60,000 seat stadium, a commercial/residential development of 2,500 homes, a waste and recycling centre, new health and children's centres and improvements to transport infrastructure. The total value of the development is estimated at over £750 million of which the new Emirates Stadium and the waste management centre represent £357 million. There are 9 separate developments on the 40 acre site.
- According to Arsenal Football Club (AFC), 1,000 people will be employed in the construction phase of the Emirates Stadium alone and the operation of the new development will create 1,800 long-term jobs.

OBJECTIVES

- Islington Borough Council and AFC cooperated to ensure the project will leverage increased employment and skills in the borough and that local firms participate in the project supply chain as fully as possible.
- Provisions regarding the use of local labour, purchasing from local businesses, agreed workforce training targets and cooperation with local schools and colleges were built into the legal framework surrounding the development by Section 106 agreements.
- The Section 106 agreement set the target of 2,250 NVQ qualifications at level 1 to 3 and 723 NVQ qualifications at level 4. Furthermore, a target was set for the creation of 2,148 construction jobs over the lifetime of the Arsenal development project, 10% of which were to be filled by residents of the local area. The agreement also obliges AFC and its fellow developers and contractors to encourage tenders from local companies both during and after the completion of construction.

ORGANISATIONS AND INSTITUTIONAL RELATIONSHIPS

- AFC, Islington Council and Newlon Housing established the Arsenal Regeneration Team (ART). It aims to promote the potential of the stadium scheme to local stakeholders, influence the allocation of existing regeneration resources and services and attract more resources into the area. In doing so, ART works closely with Islington Council Regeneration Department and Arsenal FC Community Department.
- Arsenal Business Enterprise Team (ABET) was created by Islington Borough Council to ensure that local companies maximise their share of work arising from the stadium.
- Construction Works is an organisation created by Islington Borough Council to channel local people into construction jobs and training for the Arsenal Development and other sites in Islington.

TRAINING AND RECRUITMENT ARRANGEMENTS

- Construction Works is a free programme for contractors on the project, and has an on-site office. The programme pre-screens candidates before passing them onto employers in order to ensure the quality of the applicants and provide an efficient service for employers.
- ABET pre-screens businesses that wish to supply the project and produces a monthly directory of suppliers and contractors who are available to work on the project. This is made available to procurement and project managers working on the project, and contains contact details, examples of previous work, and maximum contract size. ABET organises a programme of events and business support for local companies such as business briefings, 'Meet the Buyers' and tendering workshops.
- Thus far ART has established a small grant scheme to foster the development of local musical talent.

PROJECT RESOURCES

- ART receives funding from its founding organisations – AFC, Islington Council and Newlon Housing – and Islington Strategic Partnership and the London Development Agency (LDA). The LDA also largely funds the Construction Works initiative and ABET is funded jointly by the LDA and Neighbourhood Renewal Fund.

MEASURES OF SUCCESS

- Although the training and qualification targets set in the section 106 agreement have not been met in full, there is some measure of agreement amongst stakeholders that this is because the targets were overly ambitious rather than a result of failures in the implementation of recruitment and training programmes. However it is also felt that contractors did not open all their positions to the local people.
- Conversely, Construction Works has exceeded its targets: placing 300 unemployed Islington residents in work, 100 of these into sustainable employment. The scheme trained a further 150 residents to NVQ levels 1 and 2 and is seeking funding to continue beyond its 2007 termination date in order to assist other construction projects in the area.
- However, consultees suggested greater engagement with local schools would have proved beneficial in establishing vocational pathways for school children from school to full-time adult employment in the construction sector.
- ABET has met internal financial goals and has achieved approximately 2% of packages (by value) in the development delivered by local businesses. Local companies have been invited to tender for approximately 10% of the packages (by value). Several local companies have been added to the supply chains of major contractors and will be asked to tender for other projects. Of the businesses on the Islington Council framework agreement of preferred suppliers, those involved in the Arsenal development are sourcing 20% of their employees from the local area, compared with only 7 to 10% in those not working on the project. This is strong evidence that the policies pursued by the council were successful.

THOUGHTS FOR 2012

- AFC retained control of the construction process of the Emirates Stadium and will also control the development of Highbury Stadium. Construction of the other housing developments were controlled by other developers and their contractors. In order to ensure that the contractors attach sufficient importance to local employment and training and local procurement, it is essential that those overseeing the process are included on the agenda of all progress meetings. Without their involvement or pressure, few contractors will pay more than lip service to these aspirations. In the case of the Arsenal Development, it was only due to consistent reminders and contacts by the ABET and Construction Works teams that any local benefits were achieved.
- The successes of the schemes implemented at the Arsenal Development could have been further enhanced if the programmes had begun earlier into the development, ideally up to a year before construction began. However, there are often delays attached to implementing such programmes given the concerns associated with committing to training programmes prior to planning permission for the development being granted.
- Gaining 'buy in' from contractors in the aims of local recruitment initiatives has proved crucial. In the case of Construction Works this took up to 18 months and still requires ongoing buy in from contractors. Providing employers with candidates of adequate calibre through pre-screening has proved essential in encouraging the uptake of schemes amongst employers.

Greenwich Peninsula Regeneration

BACKGROUND

- Eighty hectares of the Greenwich Peninsula, including the Millennium Dome, will be developed over the next 15 years into a mixed use area, including accommodation, offices, and an entertainment complex. Meridian Delta Limited (MDL), the master developer, predicts that the completed project will support 24,000 jobs and house 24,000 residents.
- In association with Greenwich Local Labour and Business (GLLaB), the Work & Learn Centre offers an on-site screening, recruitment and training centre, which is for the benefit of local people and employers.

OBJECTIVES

- Working towards the employment strategy for the local area, Greenwich Council draws heavily on Section 106 agreements with all developers to maximise the opportunities for local residents and businesses. Ultimately, the role of GLLaB is to increase employment levels, increase job outputs and increase opportunities for ethnic minorities.
- Working alongside GLLaB, MDL is committed to the objectives outlined in their Section 106 agreement. The primary aims are to ensure that local people benefit from the employment created by construction work and that local businesses have the skills, knowledge and expertise to bid for contracts associated with the development.

ORGANISATIONS AND INSTITUTIONAL RELATIONSHIPS

- GLLaB is a pre-existing Local Authority funded organisation that aims to help unemployed people into work at a number of developments across Greenwich, including Greenwich Reach, Thamesmead, Royal Arsenal and Greenwich Peninsula. GLLaB, as the mechanism through which Greenwich Council works towards their employment strategy, is integral to the local labour market approach developed on the Greenwich Peninsula, and reports to the council scrutiny committee.
- English Partnerships (the national regeneration agency) selected Lend Lease and Quintain Estates to form MDL, the company that is leading the regeneration project. Both companies have past experience in local labour and training provision initiatives at other large developments - Lend Lease at Bluewater in Kent and Quintain Estates at the Wembley Stadium development.
- Greenwich Council is responsible for Section 106 negotiations with all developers. On receipt of a planning application, GLLaB will also attend pre-contract negotiations and talk about their activities and role in supporting the commitment made through Section 106. Following this, and before construction work begins, GLLaB will draw on project plans to understand the labour requirement and plan the strategy for meeting this.
- Jobcentre Plus (JCP), GLLaB, the local Chamber of Commerce and the Greenwich Enterprise Board meet monthly to discuss progress at the development.

TRAINING ARRANGEMENTS

- The Work and Learn Centre delivers training for the Greenwich Peninsula development. The centre provides access to employment and up-skilling opportunities for local residents, including tailored courses and Construction Skills Certificate Scheme (CSCS) training through GLLaB and a network of private training providers and freelance trainers, and accredited courses such as NVQs and Modern Apprenticeships through the Learn Direct hub.
- Efforts to raise the aspirations of young people, using the regeneration as a practical example linked to the National Curriculum, are being targeted at local schools, where school children are given the opportunity to participate in programmes such as 'being a property developer for a day'.

RECRUITMENT ARRANGEMENTS

- The Work and Learn Centre manages recruitment for all vacancies within the Greenwich Peninsula development and is managed by GLLaB in partnership with Jobcentre Plus. All construction jobs on the Greenwich Peninsula site must be registered with the Work and Learn Centre.
- The centre aims to supply contractors at the development with suitably skilled labour by offering a number of services including a free recruitment service matching skilled workers to business requirements, job fairs and open days.
- GLLaB also acts as a business broker referring local companies to developers and contractors and in partnership with Greenwich Enterprise Board and the Chamber of Commerce, provides advice and guidance on contracting and tendering opportunities at the development.

PROJECT RESOURCES

- GLLaB has 30 staff who are all trained for front-line work with individuals and hold CSCS cards that allow them to access individuals on-site. Three members of staff have also been seconded to JCP to support the GLLaB local labour approach. On average, funding worth £1.2m is available to GLLaB per year for staffing, training and outreach costs.
- As part of the finance received through the Section 106 agreement, MDL fund much of the staff costs at the Work and Learn Centre and constructed the building that will house the centre at cost price. The European Social Fund (ESF) also provides funds for the CSCS training provided at the centre (although some is delivered on a commercial basis) and the TUC funds the Learn Direct Centre.

MEASURES OF SUCCESS

- GLLaB was awarded Beacon Status for removing barriers to work in the period 2003/04 and has received commendation for best practice in partnership working and customer care. The manager of GLLaB is currently working with the 5 Host Boroughs to develop a consistent approach to local labour in the build up to 2012.
- The Work and Learn Centre has placed 50 individuals in construction jobs at the development since May 2005. Moreover, in this time 450 individuals have received CSCS cards as a result of the training programme offered at the centre.

THOUGHTS FOR 2012

- The GLLaB, and thus Greenwich Council, model for labour market support and intervention is seen as a strong best practise case study and has been used and adapted by many other London boroughs. Furthermore, GLLaB is currently coordinating a consistent approach across the 5 Host Boroughs in the build up to 2012.
- Section 106 agreements are not prescriptive, but embed a best approach. To make the most of these agreements, the network should be responsive and supportive of the work of developers, and they can be drafted to maximise their impact – for example, subsidising physical centres for agencies delivering local labour strategies.
- The engagement of stakeholder organisations at the beginning of the project is key to ensuring relationships are established at an early stage. Moreover, having the ‘right’ individuals within partner organisations is integral to successful partnership working.

Paddington Waterside

BACKGROUND

- Paddington Waterside is an 80-acre site on which 13 different development schemes are taking place, the finished area will include both commercial and residential schemes. Work began in 1998 and will continue over a 15 year period. The Paddington Waterside Partnership (PWP) is an organisation that brings together developers, occupants and local stakeholders such as Westminster City Council, local schools, local residents and local charitable organisations.

OBJECTIVES

- The PWP has the over-arching aim of creating strong links between the new development and local communities. The employment aspect of this community building takes two forms:
 1. An attempt to ensure job opportunities at, and around, Paddington Waterside are filled by local residents. This is accomplished through the Paddington First recruitment centre.
 2. Encouraging local businesses and organisations to allow staff to undertake volunteer work on local projects. This is done through the Time for Paddington initiative.

ORGANISATIONS

Employment – Paddington First

- The PWP estimates that the Paddington Waterside development will result in the creation of 30,000 jobs. Paddington First seeks to help local employers of all sizes find staff from the Paddington area, or anywhere within a short commuting distance of Paddington.
- Paddington First advertises vacancies and pre-screens candidates before putting them forward to employers. Its services are free and it operates in partnership with other agencies including, Jobcentre Plus and the Centre for Jobs and Opportunities (funded through SRB).
- Employers who have sourced staff through the centre include Hilton London Metropole, Marks and Spencer, Bovis Lend Lease and St Mary's NHS trust.

Volunteering – Time for Paddington

- Time for Paddington involves employees of local businesses in voluntary work in the local community. Currently staff from 15 companies participate, with volunteers engaging in team challenges such as gardening, mentoring and business skills workshops. Employers are generally supportive of the concept but are often concerned about the loss of staff time and other practical issues.
- Building relationships with employers and convincing them that volunteering can enhance staff skills are the key challenges for this project. To this end, Volunteering England is looking to introduce the Investors in People mark.

INSTITUTIONAL RELATIONSHIPS

- The PWP has two main groupings: a developer forum, and an occupier forum, both of which meet quarterly. Representation is limited to subscribing partners including transport bodies, such as British Waterways and Network Rail. It has well established links with both the policy and the planning teams at Westminster City Council. LDA funding was linked to achieving various targets (e.g. private sector fund matching, and improvements in specific wards earmarked for regeneration).

EDUCATION AND TRAINING ARRANGEMENTS

- Paddington First does not deliver training itself, but rather signposts jobseekers towards appropriate training provision. The organisation does, however, monitor individuals it has placed in employment and records the training they receive (according to criteria such as long-term unemployed and local resident) and also has links to the Ambition Construction programme operated by Jobcentre Plus, which entails training for construction workers.
- The Time for Paddington programme imparts teamwork and leadership skills to volunteers, while the mentoring and business skill seminars allow volunteers to pass on skills to the local community.
- Section 106 agreements cover the creation of Paddington First and a local labour market clause has also been written into council contracts. Given the difficulty in monitoring the number of local people employed, the focus of this clause has been the systems and processes designed to draw locals into the workforce.

PROJECT RESOURCES

- The Paddington Waterside Partnership has a turnover of nearly £1 million per annum. Funding from the London Development Agency for the Pride of Place programme has equalled £436,000 over a two-year period from 2004 to 2006. The remainder comes from local developers and companies who subscribe on an annual, voluntary basis. The value of each individual subscription varies depending on the number of staff employed and the area of floor space rented by the tenant.
- Paddington First costs approximately £300,000 a year. The majority of funding to date was linked to Section 106 agreements with developers either directly or from the Paddington Social and Community Fund, while other sources of funding have included Westminster City Council, Jobcentre Plus, the London Development Agency, Paddington Development Corporation Ltd, and Paddington Development Trust.
- Time for Paddington costs £50,000 per annum, sufficient to employ one full-time member of staff and one volunteer.

MEASURES OF SUCCESS

- Paddington Waterside Partnership has undergone an external evaluation process for Pride of Place finishing in April 2006. The Paddington First programme is assessed on measures including the numbers of jobseekers placed in work.
- Measures used to assess the Time for Paddington programme include the number of volunteers and the amount of money raised for charity through volunteer programmes. From 2003 to 2006 Time for Paddington recruited a total of 720 volunteers.

THOUGHTS FOR 2012

- Demonstrating the tangible benefits of volunteering, such as the skills developed and qualifications attained, is integral in encouraging employers to allow staff to volunteer.
- Ensuring jobseekers put forward for positions are suitably skilled to meet employer needs is key to ensuring employer 'buy in' of recruitment programmes.

Manchester 2002 Commonwealth Games volunteer programmes

BACKGROUND

- The Manchester 2002 Commonwealth Games, hosted by the city of Manchester between 25th July and 4th August, have widely been heralded as a great success. Post games analysis of the event undertaken by Cambridge Policy Consultants suggests they created 20,000 employment opportunities equivalent to 6,300 direct FTE jobs, generated £600 million public and private sector investment and have radically changed the image of Manchester as a destination for investment and tourism.
- The games were part of a much wider, long-term regeneration strategy that acted as a key vehicle to regenerate the East of Manchester, attracting significant investment to the area and providing sustainable venues that would be used after the event.

OBJECTIVES

- Central to the remit of the human resources team at Manchester 2002 Limited (M2002) was the recruitment of all paid staff and all work placement and temporary staff. As part of this group, a volunteer services team were charged with acting as a recruitment agency for volunteer positions, ensuring a well-trained volunteer base to fill roles before and during the games.
- The volunteer programme had three strands: the pre-games programme; the games time programme and the post games programme. The latter moved away from the traditional approach of focusing on securing the infrastructure for the games, towards ensuring that the games left a social legacy.
- Key objectives of the volunteer programme were to engage those furthest from the labour market who wouldn't normally volunteer and to use the games for the learning and training of hard-to-reach groups (BAMEs, people with disabilities and young people), particularly those resident in 23 deprived areas of Manchester.
- The Pre Volunteer Programme (PVP) had a number of targets agreed within the bid for SRB funding. These included engaging 3,000 people, 1,000 gaining qualifications and 250 obtaining employment. It was also anticipated that those who had participated in the PVP would fulfil 10% of the games time volunteer requirement.

ORGANISATIONS AND INSTITUTIONAL RELATIONSHIPS

- A large number of organisations worked together to deliver the games. The three key strategic and funding partners of the event were: Manchester City Council; Sport England; and the Department for Culture, Media and Sport (DCMS). These core partners worked closely with a number of operational stakeholders including Greater Manchester Passenger Transport Executive and Greater Manchester Police as well as development partners such as the North West Development Agency; New East Manchester; and Manchester Investment and Development Agency Service.
- M2002 was established in August 1996 as the organisation responsible for delivering the games and individuals seconded from other organisations filled a number of positions within the organisation.

- The volunteer programmes involved a number of key stakeholders including the Association of Colleges, Greater Manchester Learning and Skills Council (LSC), Sport England, Manchester City Council, Jobcentre Plus and the Volunteering Sector.

EDUCATION AND TRAINING ARRANGEMENTS

Operational staff

- Operational staff within M2002 followed both a generic induction programme covering the culture and structure of the organisation and general policies, and a more detailed induction specific to the functional area within which they worked. Staff also received health and safety; first aid; security; and venue specific training (where relevant).
- Other training in the fields of communication; management of volunteers; project management; negotiation; prioritising; and teamwork was available to M2002 employees where appropriate.

Volunteers

- The M2002 'Crew Training' team delivered generic training for every volunteer, including orientation and an overview of the games, venues, procedures and processes. The management team at each venue then provided job specific training, directly tailored to the functional area under many key themes such as health and safety, and security and disability awareness where relevant across the board.
- Volunteers working within positions involving the management and supervision of others also received leadership training, covering coordination, team building, direction and decision-making.
- Integral to the training of volunteers was a Basic (NVQ Level 1) Certificate in Event Volunteering developed by M2002 and the Greater Manchester Open College Network during the PVP. The generic criteria of the qualification included health and safety; basic first aid; customer care and hosting.
- Sport England was also involved in developing a similar qualification tailored to Sport Volunteering, which covered similar disciplines to those incorporated within the Event Volunteering qualification, but with an element of sports development rather than customer service.
- Both volunteering certificates required 30 hours of learning and were delivered by a number of further and adult education providers in and around the Manchester area.

RECRUITMENT ARRANGEMENTS

Operational staff

- A secondment programme was used to fill many of the positions within M2002, particularly to fulfil the large staffing requirement 18 months before the games. Positions were advertised to Manchester City Council staff, and there was considerable interest in these posts. More senior, specialist staff were also headhunted where necessary.
- M2002 also required a number of people with previous event experience, particularly to manage functional areas and venues. These were sourced from an international pool of labour and many had past Commonwealth and Olympic Games experience.

- The Pre Volunteer Programme (PVP), though targeted at securing volunteering positions, did provide a number of candidates, many of which had been unemployed for six months, to fill paid administrative and clerical posts within M2002. Temporary workers provided by Adecco as and when required also filled these roles.

Volunteer programmes

- The PVP was launched 4 years prior to the games and was a key success story. The scheme targeted hard-to-reach groups, with outreach workers, who were from the local communities themselves, promoting the importance and benefits of volunteering for the games.
- The games time Volunteering Programme was launched in May 2001 in conjunction with Adecco, the recruitment agency who was the official staffing sponsor. At the heart of the programme was a volunteer centre, staffed by volunteers, which was critical to volunteer recruitment and development.
- The novelty and prestige of the event meant interest in volunteering was high without having to advertise, and the scheme received up to 1,000 applications a week. By February 2002, over 22,000 were registered on the volunteer database – many more than the 10,500 positions available. The majority of the applications were received via the internet, although large numbers came through the post.
- After the games had finished, a number of the core Volunteer Services team remained and in November 2002, 250 volunteers from the games provided their services at the National Skills Festival held in Manchester. M2002 was also able to pass on a database of over 5,000 volunteers for other events and those who had previously been volunteers at the games established the ‘Manchester Event Volunteers’ organisation.

PROJECT RESOURCES

- The key funding partners of the games themselves were Manchester City Council; Sport England; and DCMS. The workforce division of M2002 received £25.6 million, equivalent to nearly 20% of M2002’s budget.
- The volunteering programme secured £1 million SRB regional funds and was also able to access local authority funding for certain elements of the programme. Six months prior to the games, the volunteering programme also secured £100,000 ESF funding to provide support workers for volunteers’ special needs.
- The post games volunteering programme secured £400,000 from ESF, the regional legacy programme, Greater Manchester LSC, and Manchester City Council.

MEASURES OF SUCCESS

- M2002’s Human Resources Department successfully filled the 690 positions within the organisation. Many of these positions were filled through secondments from Manchester City Council – almost 300 of the 690 positions. Other secondees were sourced from a variety of organisations from both the public and private sector including DCMS, the Home Office, Sport England, KPMG, and Adecco.
- Around half of those engaged in the PVP were from regeneration areas in Manchester, 20% were from ethnic minority groups and 5% had a disability. Moreover, those who had previously been engaged in the programme satisfied nearly 12% of the games time need for generic volunteers. By March 2003, there was evidence that 160 PVP participants had secured employment, although the number realising this goal was

thought to be much higher but in many cases gathering the necessary evidence (including written confirmation from the employer) proved difficult.

- In total, Volunteer Services secured over 10,000 volunteers for the games, 6,000 of which were from the North West and 10% were from deprived wards in Manchester. Moreover, 3,000 volunteers obtained their first qualification by achieving the Basic Certificate in Events Volunteering or Sports Volunteering.

THOUGHTS FOR 2012

- By ensuring the games were part of a much wider, longer-term strategy for the regeneration of East Manchester, local residents bought into the games, recognising the longer-term impact it would have on the local area.
- Starting early and implementing a pre-volunteering programme proved highly successful in ensuring that when the games time volunteering programme began they already had a number of people to draw upon. Moreover, by engaging a number of hard-to-reach groups, the PVP ensured a social legacy that remained after the games had finished.
- Recruiting volunteers for venues outside of Manchester proved problematic because of the low profile of the games in these areas. The M2002 organising committee believed that appointing a local staffing manager to focus on recruitment for these venues would have helped to overcome the problem.
- The secondment programme was a major success factor of the games, providing a large number of suitable staff, often at short notice. Sourcing large numbers of staff from Manchester City Council also enabled M2002 to reduce staff costs by eliminating the need for relocation costs and retention sums.
- Moreover, the secondment programme ensured the legacy of the games remained after the event through the valuable transferable skills and experience gained by secondees through their involvement in the games.
- International specialists also filled a number of the positions within M2002. However, while this ensured the necessary expertise and experience, these specialists often had their own perspective on how multi-sport events should be managed and significant time was required to reconcile differing experiences and attitudes.

Annex G Consultation Record

As part of this research project, Experian undertook over 30 consultations covering the 28 organisations listed below.

Olympics 2012

LOCOG
ODA
MACE Ltd
LDA/LSC project steering group
People 1st
SkillsActive
Skillsmart
CITB Construction Skills
Eskills
Creative and Cultural Skills
GoSkills
Summit Skills
SEMTA
Skillset
Asset Skills

Best Practice Case studies

Brentin2Work (Wembley)
Building One Stop Shop (Wembley)
Bovis Lendlease (Bluewater and Greenwich Peninsula)
Greenwich Local Labour and Business (GLLaB) (Greenwich Peninsula)
Heathrow Employment Forum (Heathrow T5)
Retail Academy Heathrow (Heathrow T5)
CITB Construction Skills (Heathrow T5)
Paddington Waterside Partnership (Paddington Basin)
Volunteer Centre Westminster (Paddington Basin)
Sports Management (Sydney)
Islington Council (Arsenal Emirates Stadium)
Arsenal Business Enterprise Team (Arsenal Emirates Stadium)
Arsenal Regeneration Team (Arsenal Emirates Stadium)
Manchester 2002 Ltd (Manchester Commonwealth Games)

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